



# AMSC News

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## AMSC News

This is a quarterly online publication that provides a forum that promotes the delivery and development of civilian and military leadership education.

An editorial board reviews content prior to publication.

Reprints and forwarding of articles from this publication are permitted only if the author and AMSC are credited. AMSC is distributed via a listserv of more than 19,000 subscribers. AMSC is published in accordance with AR 360-1.

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Commandant

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## Leading Change

By **COL Stevenson L. Reed**  
Commandant



**COL Stevenson L. Reed**  
Commandant, AMSC

The previous AMSC Commandant, COL Garland H. Williams, wrote these words in our College catalog, "The only thing constant in our Army is change. As the Army continues to transform to successfully accomplish its missions of tomorrow, our leaders, both military and civilian, must be adequately prepared to support the Army in any venue."

I concur with that assessment, and I believe that AMSC employees must become leaders of change to remain relevant in today's Army. My AMSC State-of-the-College address in November identified the results of my 90-day assessment, which provided

the near-term vision, goals, and purpose for the organization over the next twelve months. The integral parts of my 90-day assessment were two-fold: 1) to develop the vision, goals, and purpose of the College and have the concept approved by leadership from the Combined Arms Center and the Army Civilian University and 2) provide direction for the College for the next 12 months. Three critical areas that AMSC will implement to start this level of change are to reorganize the TDA for more flexibility to accomplish future missions; incorporate a new marketing strategy that emphasizes direct client-customer interaction on 10 different installations to increase our number of Civilian Education System (CES) students in FY10 and 11; and conduct a top-down quarterly analysis of our programs for both CES and Command Programs.

The new TDA structure will utilize Mobile Education Teams (METs) to increase our student through-put. The METs used Army Civilian demographics to determine the best locations to implement CES offerings in order to reach the largest number of Army Civilians. This new piece of our marketing strategy will increase student through-put and decrease training dollars. The increase of graduates through the progressive and sequential CES program will result in leaders who are prepared to assume leadership responsibilities today and into the future.

It is an honor to serve as the eleventh Commandant of AMSC. The faculty and staff will join me in becoming those agents of change who amplify the visibility of our programs and increase our student graduation rate, and that will make the CES programs more relevant to the Army Civilian Corps and the Army. Thomas Jefferson provided a great quote on education that I believe is relevant to this message, "If the condition of man is to be progressively ameliorated as we fondly hope and believe, education is to be the chief instrument in effecting it" (Letter to M. Jullien, July 23, 1818).

## Civilian Education System courses help leaders with change

By Pamela Raymer, Ed.D.  
Dean of Academics



**Pamela Raymer, Ed.D.**  
**Dean of Academics**

As the 2008 Joint Operating Environment Study of Challenges and Implications for the Future Joint Force points out, the challenges of "Afghanistan and Iraq have made clear that in war, human beings matter more than any other factor." While focused on the requirements needed by the military leaders of 2030, its concepts are applicable to Civilian leaders. Some of these requirements include the ability to think critically and creatively and to be comfortable with and adapt to uncertainty and ambiguous situations.

Since 2003, a number of studies have concluded similar findings. The studies identify attributes to include agility, adaptability, flexibility and versatility. The courses in the Army Civilian Education System (CES) can enhance these attributes in Civilians to prepare them for the challenges in the Contemporary Operating Environment.

From the Foundation Course through the Basic Course, Intermediate Course, Advanced Course and Continuing Education for Senior Leaders courses, the curriculum has something to offer all levels of leadership.

While not entirely focused on leader development, the Foundation Course provides awareness and knowledge of issues important to a new Army Civilian. The student learns about topics such as the personnel and finance systems unique to Civilians and Army structure and policies.

The Basic Course focuses on communication skills, influencing techniques, recognition of individual interpersonal leadership skills and development of subordinates and teams in a problem-solving and inquiry-based learning environment.

The Intermediate Course focuses on leadership at the organizational level emphasizing the development of an effective organization, development of subordinate leaders, management of resources and communication at the organizational level. This course continues with the principles begun in the Basic Course of recognizing individual interpersonal strengths and weaknesses - again in a problem-solving and inquiry-based learning environment.

The Advanced Course shifts focus away from individual leader skills to content focused on a greater awareness of challenges facing the Army at the international, national and local levels in a problem-solving and inquiry-based learning environment.

The Continuing Education for Senior Leaders updates the Civilian leader in topics important at the senior level and provides an opportunity for students to engage with senior military leaders at the Department level.

Whether an Army Civilian completes one or all of these progressive and sequential courses, the CES program is a great foundation for helping Civilian leaders adapt to the continuing challenges and changes that the Army faces in accomplishing its mission.

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## Seats fill quickly for Army Management Staff College Leadership Symposium

By Kyonna Withers

Assistant Marketing Specialist



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## Three universities award credit to Civilian Education System graduates

By Kyonna Withers

Assistant Marketing Specialist

University of Phoenix accepts course credit for three CES courses. The university awards 4.5 credits to Basic Course graduates, 6 credits to the Intermediate Course graduates, and 6.5 credits for the Advanced Course graduates for a total of 17 credits combined.

Central Michigan University (CMU) accepts course credit for the CES Advanced Course, the fourth course in the progressive and sequential leader development program. Advanced Course graduates have the opportunity to transfer 12 credits to CMU's Master of Science in Administration.

Webster University accepts course credit for the Advanced Course.



# Army Management Staff College Alumni Association Update

By James R. Jagielski  
Alumni Association President

The Army Management Staff College Alumni Association has been accomplishing quite a bit over the past several months. We continue to update the association's financial and administrative records and the membership database.

Marty Salyars, a member of AMSC staff and an alumnus, continues to manage and construct our website. To view the website, visit <http://amscalumni.org>. We welcome your ideas for content.

Membership continues to grow both in the category of Life Members and Current Class Graduates, and we extend our gratitude to our members. However, we still need volunteers to serve as secretary/treasurer, membership, program coordinator, and other committee chairs. Our goal is to communicate with all members and organize more alumni activities.

If you are a LIFE member or have been a past ANNUAL member, and we have lost track of you, give us a chance to reconnect. Send us an email or call us. We want you to return to the Alumni Association.

As president, I welcome your ideas, suggestions, and ways to make the association an integral part of supporting the Civilian Education System and Army Civilian Corps.

For more information, contact the AMSC Alumni Association: Jim Jagielski, President, Home: (703) 644-7980, Cell: (703) 638-2385, and [jjagielski@aol.com](mailto:jjagielski@aol.com); John Plifka, Vice President, Home: (913) 758-3556, Fax: (913) 758-3508.



## **DISTRIBUTED LEARNING NEWS**

### **Civilian Education System Foundation Course on the Front Lines**

By Edwin C. Cierpial Jr. , Ph.D.  
Foundation Course Professor

Army Soldiers and Civilians know the importance of educational opportunities and the need for time management, even on the Front Lines in Iraq.

Master Sgt. Brenda B. Webber is one of the Soldiers serving in Iraq who is showing that technology is working, the Army Management Staff College distributed Learning program is working, and education can happen anywhere and at anytime.

Webber leads by example in all aspects of her job, life, and plans for the future. She has earned a doctorate in philosophy in Public Safety and two master's degrees (one in Human Resource Development and one in Disaster Management) and is now a Civilian Education System Foundation Course graduate.

Webber shared her feedback and future goals during a recent phone interview.

"I will be retiring after this deployment. I am a lifelong learner; and I continually look for ways to grow and best serve my country and community. I am taking the CES courses because I realize that after 24 years of active duty service I understand that [I] must learn a new way of leading and motivating people. So far I have used techniques from every session; they really do work," Webber said.

When Webber is not studying and trying to improve herself, she serves as the Chief Wardmaster of an eight-bed Level III Combat Surgical Hospital in Al Asad Iraq. Some of her other leadership positions include Senior Clinical Noncommissioned Officer at Bassett Army Community Hospital, Equal Opportunity Advisor in William Beaumont Army Medical Center, and Assistant Chief Clinical NCO in Seoul, Korea



Master Sgt. Brenda B. Webber is enrolled in a Civilian Education System Course.

## DISTRIBUTED LEARNING

### FAQS

**Q: I have served in the military. Do I have to complete the Foundation Course (FC)?**

A: If you were hired after Sept. 30, 2006, you must complete the FC. You can show that you know the material by passing the pretests within the different modules.

**Q: I lost my place in the lesson. How do I get back to where I left off and not have to start from the beginning again?**

A: Anytime you are disconnected from the server and lose your place in a particular Content Module, press the slide counter in the lower right corner of the screen; for example "45 of 62." Once you press this button, a Table of Contents will appear on the left of the screen that allows you to navigate directly to the slide on which you were last working.

**Q: I have logged into the FC, and the lessons will not play on my computer. What do I do?**

A: Ensure that your computer is properly configured with the computer instructions on the introduction page. In addition to the system requirements for Blackboard, there are system requirements for the Interactive Multimedia Instruction, to include Sun Java 1.5, Macromedia Flash, and assuring that your screen resolution is set to 1024 X 768.

**Q: I enrolled in the FC and signed in, but every time I click on the launch button in the overview, I get an error message that states, "The lesson is suspended." What do I do?**

A: Click on the FC Overview link located on the left side of the screen to manually start the lesson.

**Q: I have completed the Foundation Course. How do I get my certificate?**

A: Graduation reports are pulled every Friday, and the Certificate of Completion is available on the following Tuesday. You will receive an email notification with specific instructions on how to access your Certificate of Completion.

## Civilian Education System leads Army Civilians in new thinking and innovation

By Philip Samudio, Ph.D.

Basic Course Faculty



Students work on a class exercise in the Basic Course

“Our military culture must reward new thinking, innovation and experimentation,”<sup>1</sup> President George W. Bush said at the Citadel in Charleston, S.C., Dec. 11, 2001.

So what about the Army Civilian culture? Should the Army Civilian culture also reward new thinking, innovation and experimentation? The answer is “yes” it should, through Army Civilian Transformation and

the Civilian Education System (CES).

As part of Army Civilian Transformation, the Army is driving the civilian culture by implementing CES. The CES leader development transformation is motivated by the Army’s growing dependence on Civilians since the U.S. military began fighting two wars, resulting in an increased need for uniformed leaders to focus on meeting their wartime missions,<sup>2</sup> according to “Army Approves New AMC Subordinate Command,” in Army Logistician.

The Army Management Staff College teaches CES courses to encourage Army Civilians to think critically and evaluate their choices through various classroom exercises and problems in order to learn and grow as leaders who will lead the transformation.

Former Secretary of the Army Pete Geren said, “Our Army is transforming the development and management of its Civilian Corps. We are asking more of our civilians today than ever—to lead our nation’s Army through a diverse and complex environment—and we must give them the tools to meet these challenges.”<sup>3</sup>

The tools that AMSC provides to Army Civilians include improved ways of making decisions and communicating as they are led into new ways of thinking and innovation to transform the Army Civilian culture.

### Notes:

1. American Forces Press Service, “Bush Calls for Military Transformation;” <http://www.defenselink.mil/news/newsarticle.aspx?id=44375> (accessed 23 November 2009).

2. Army Logistician, “Army Approves New AMC Subordinate Command;” [http://www.almc.army.mil/alog/issues/SepOct06/alog\\_news.html](http://www.almc.army.mil/alog/issues/SepOct06/alog_news.html) (accessed 23 November 2009).

3. Defense Report from AUSA’s Institute of Land Warfare, “Transforming the Army’s Civilian Workforce: A New Vision;” <http://www.ausa.org/SiteCollectionDocuments/ILW%20WebExclusivePubs/Defense%20Reports/DR08-1.pdf> (accessed 23 November 2009).